

FEB 28 2013

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## SENATE CONCURRENT RESOLUTION

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REQUESTING THE DEPARTMENT OF LABOR AND INDUSTRIAL RELATIONS AND  
THE DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT TO DEVELOP A  
TEN-YEAR ATTRITION AND DEVELOPMENT PLAN FOR STATE  
EMPLOYEES.

1 WHEREAS, the Department of Labor and Industrial Relations  
2 has attempted to remain relevant and responsive to Hawaii's  
3 labor needs by periodically determining "shortage categories" in  
4 key industries; and

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6 WHEREAS, the Department of Labor and Industrial Relations  
7 endeavors to develop timely and informed resources by creating  
8 mechanisms, such as skill panels, to discuss and identify skills  
9 lacking in the current workforce; and

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11 WHEREAS, the Legislature and Governor's Administration are  
12 currently attempting to shift the economic makeup of the State  
13 to increase solvency and resistance to economic crisis; and

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15 WHEREAS, the role of government in this initiative will  
16 likely shift in response to the needs of the private sector and  
17 Hawaii's citizens; and

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19 WHEREAS, to execute new policy and direction, state  
20 employees will require new skill sets, a thorough understanding  
21 of new regulatory paradigms, experience, and responsiveness to  
22 industry and public needs; and

23  
24 WHEREAS, the mission of the Department of Human Resources  
25 Development is to "provide timely and responsive leadership,  
26 resources, and services to fully support the State in the  
27 recruitment, management, and retention of a high-performing  
28 workforce"; and  
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1 WHEREAS, the Department of Human Resources Development  
2 maintains strict minimum requirements to ensure a quality state  
3 workforce; and

4  
5 WHEREAS, these minimum qualifications act, in some ways, as  
6 a deterrent to the recruitment of young professionals by setting  
7 experience requirements achievable only by employees who have  
8 been in the workforce for an extended period of time; and

9  
10 WHEREAS, an entire generation known as the "baby boomers"  
11 are approaching retirement age and possess a wealth of  
12 institutional knowledge; and

13  
14 WHEREAS, the development of a young professional core will  
15 bridge the gap between workforce generations and ensure the  
16 retention and perpetuation of institutional knowledge; and

17  
18 WHEREAS, current continuity of operations planning focuses  
19 heavily on maintaining state operations during natural disasters  
20 and does not effectively focus on long-term staff attrition; and

21  
22 WHEREAS, the Legislature, Governor's Administration, and  
23 the citizens of the State are all striving to create a skilled,  
24 efficient, and open government; and

25  
26 WHEREAS, a highly trained state workforce will promote  
27 public trust by developing individuals who can be responsive to  
28 business and the public alike, as well as establish peace of  
29 mind in our citizen base with the knowledge that their  
30 government employees are highly trained and qualified; and

31  
32 WHEREAS, a government of the people should be staffed and  
33 maintained by employees representative of the diversity of its  
34 citizens; now, therefore,

35  
36 BE IT RESOLVED by the Senate of the Twenty-seventh  
37 Legislature of the State of Hawaii, Regular Session of 2013, the  
38 House of Representatives concurring, that the Director of Labor  
39 and Industrial Relations and the Director of Human Resources  
40 Development are requested to submit a ten-year attrition and  
41 development plan for state employees to the Legislature to  
42 provide for the continued operation of government for the ten-  
43 year period beginning 2015 and ending 2025; and



1 BE IT FURTHER RESOLVED that the development of this ten-  
2 year attrition and development plan for state employees is  
3 requested to include:

- 4 (1) State employee feedback;
- 5 (2) Identification of key shortage positions;
- 6 (3) Attrition plans for positions whose services may  
7 become automated;
- 8 (4) Development of basic curricula for new state  
9 employees;
- 10 (5) Partnership and feedback from agencies and entities  
11 that may be affected, including but not limited to the  
12 Department of Budget and Finance, University of  
13 Hawaii, and the Hawaii Government Employees  
14 Association;
- 15 (6) Review of union consultation and negotiation  
16 procedures;
- 17 (7) Analysis of succession planning for management  
18 positions, including an analysis of how succession  
19 planning can be incorporated in performance  
20 evaluations;
- 21 (8) Identification of current key competencies by position  
22 and evaluation of the relevance of the skill moving  
23 forward;
- 24 (9) Identification, by position, of key competencies  
25 currently lacking and necessary for future  
26 implementation of government;
- 27 (10) Identification of the demographics of the current  
28 state workforce and potential demographic changes  
29 between 2015 and 2025;
- 30 (11) Analysis of the projected retirement of the current  
31 state workforce;



- (12) Recruitment efforts to assure a diverse state workforce;
- (13) Analysis of training and professional development opportunities to encourage retention;
- (14) Analysis of current state employee compensation by categories and a comparison with the private sector and other states, including an analysis of the differences in cost-of-living between Hawaii and other states;
- (15) Review of alternate compensation methods, including but not limited to long-term and graduated benefit increases; and
- (16) Recommendations to keep state employee salary and benefits competitive with the private sector and other states; and

BE IT FURTHER RESOLVED that a report on the progress of the ten-year attrition and development plan for state employees be submitted to the Legislature no later than thirty days prior to the convening of the Regular Session of 2014, and a final report containing the plan be submitted to the Legislature no later than twenty days prior to the convening of the Regular Session of 2015; and

BE IT FURTHER RESOLVED that certified copies of this Concurrent Resolution be transmitted to the Governor, Director of Labor and Industrial Relations, and Director of Human Resources Development.

OFFERED BY:

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*Maile*  
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